

BEHIND THE SCENES, JULY 2020

RELEAD

THE VIRTUAL RECOVERY PROGRAMME FOR THE NEW NOW - INTERNATIONAL EXHIBITION LOGISTICS ASSOCIATION



SUCCEED

BEHIND THE SCENES OF RELOAD

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Christoph Rauch

Sandi Trotter

It has only been three months now since the launch of the IELA RELOAD Programme. We all remember how the situation was back in April 2020 in lockdown, with high rising numbers of victims all over Europe and with Asia first starting to recover.

Following the overwhelming success of the **#togetherSTRONG** campaign which primarily showed the strength of the network, the team began exploring **how we can make a difference by bringing our network out of isolation, continuing to be a supportive and empowering pillar for our members.**

And so we listened... we succeeded in contacting practically all members by phone, on all 5 continents in all 56 countries. Very soon we understood that the second step would be to **re-create an inspiring and connecting platform**, similar to that provided to our members on the occasion of the IELA Annual Congress. The main goal would be to give the opportunity to the network to **anticipate, rebound and adapt to the new situation**, limiting losses.

Last but not least, we understood **the imperative need to build a United Front with all industry stakeholders** for the opening again soon of our events in a safe, secure and successful way.

As a network of 172 trusted logistics partners, experts in solving logistics challenges, we knew from the beginning that we could count on highly skilled volunteers with the will to face the **NEW NOW**, re-creating our member service offer so that the knowledge pool can be built.

It was extremely important to communicate every single week that the goal of IELA was not only to overcome this global health and economic crisis as a unified association, but to **emerge from the experience even stronger than before and with greater solidarity from both an individual perspective as well as with regard to its network.**

As each member has their own strengths and market characteristics, it was key to highlight that **there is not just one unique recipe or solution.** Every member could benefit from the brainstorming, regional discussions and have access to key research information. It is very important to point out that the responsibility and strategy approach remains on the shoulders of our members. The association was there to give them support and so, IELA RELOAD was born.

**Would you like to know more about this success story?
Join us behind the scenes!**

In joyful anticipation of our IELA RELOAD #2 in September.

Elizabeth
#togetherSTRONG



Event Design & Execution

The **RECOVERY TALKS' RECIPE:**

BRAINSTORMING

Live sessions and video recordings accessible via the IELA private zone.



ACCESS TO KEY INFORMATION

Research carried out by IELA to be shared with all members after each RECOVERY TALK.



OWN HOMEWORK

Indeed, the association has the duty to deliver insight and input, but every member is individually responsible for its own destiny.

As each member has their own strengths and market characteristics, there is no unique solution. Every member was able to benefit from the RECOVERY TALKS group discussions and have access to key research information, with the responsibility and strategy approach remaining on the shoulders of our members.

Join IELA RELOAD and embrace the **NEW NOW!**

The rebound programme ran from Monday to Thursday for 11 weeks, being divided into four areas:

E-LEARNING sessions: During lockdown, the request for personal training increased +150% worldwide. IELA already had a lot of content available on IELA TV that members' employees were not using to a maximum so we decided to highlight one recording of past event sessions every Monday.

Regional IELA TALKS: We wanted to understand what was happening in all regions, listening and understanding in order to identify areas for action. At this point in time, the IELA Secretariat was calling IELA members in different parts of the world and collaborating with key associations to create a global picture of the impact on the entire industry. Enlightening conversations took place which demonstrated that there was a need to open a discussion platform. With the support of the BOM and IELA Ambassadors, we approached potential internal and external speakers to participate.

We started the first regional talk by scanning the situation in Asia, reviewing the impact of the pandemic country by country.

One step after the other, having scanned the global situation and feeling much stronger with the support of our members and industry partners who answered positively to our call, we opened the regional discussion to the whole industry, inviting key stakeholders and their members to join their logistics partners in a common fight, Winning Confidence Back.

RECOVERY TALKS: the second main pillar was made by IELA Members for IELA Members. Who better than our own exhibition logistics experts to sit and brainstorm about how to implement successful and effective business measures to navigate through the shutdown and rebound periods. Everyone showed high levels of enthusiasm and energy and were dedicated to becoming an incubator for ideas in the future.

The magic recipe: 10 must-have ingredients to boost change

REDISCOVER OUR TOOLS: Since the launch of our new CONTENT STRATEGY in October 2016, an amazing number of E-LEARNING SESSIONS have been launched and the lockdown gave members the best opportunity to re-discover them all! Training content available in the IELA MemberZone became a great source for learning and we can recommend training content every week to open the gate to search for more.

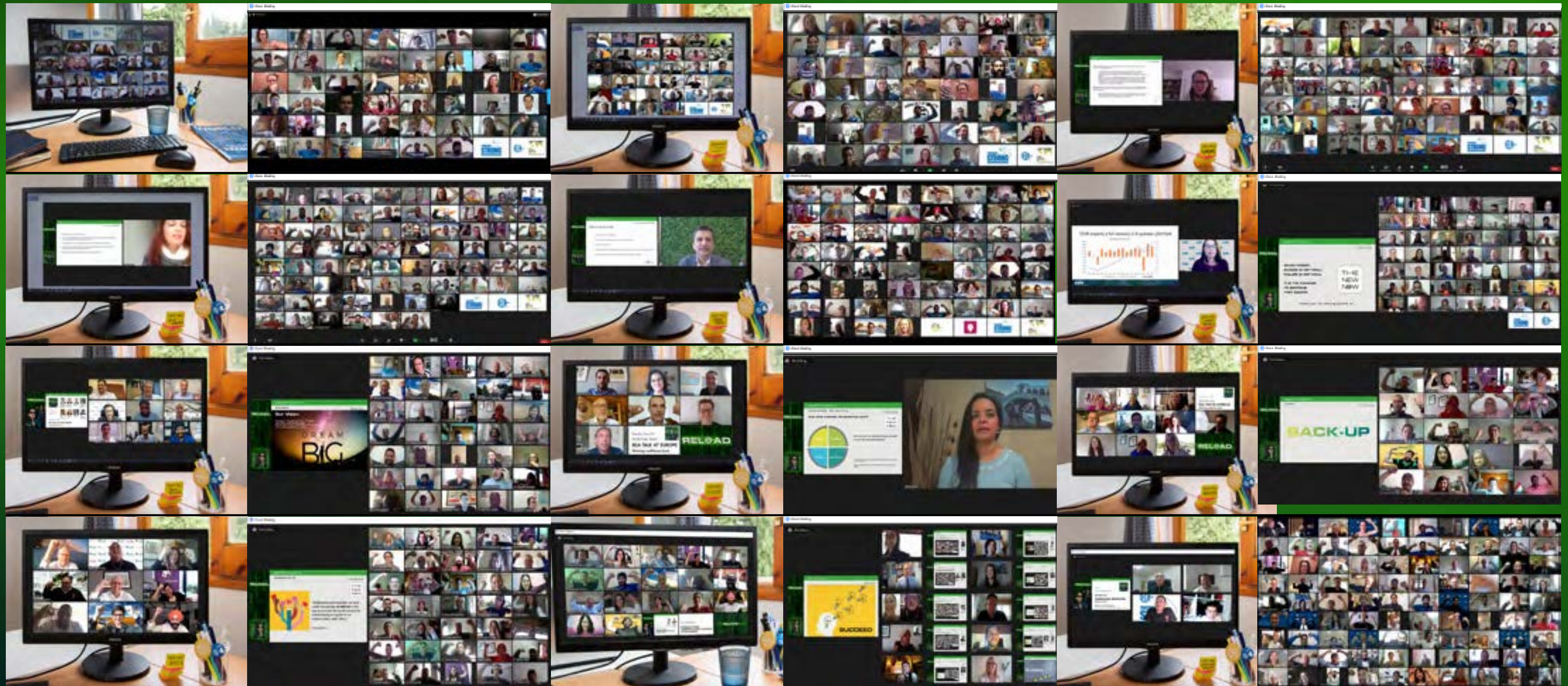


► IELA EXECUTIVE OFFICER
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11 WEEKS – 24 LIVE SESSIONS – 48.350 MINUTES
HEIGHTENING RESILIENCE

IELA RELOAD – The **INCUBATOR** for the **NEW NOW**





UNITED FRONT

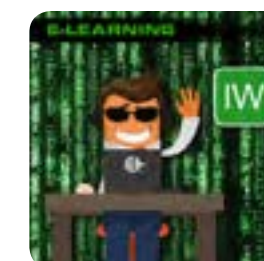
In early May 2020, the IEA Association began a diversified programme of activities named IEA RELOAD which supported its members in implementing successful and effective business measures with the goal of navigating through the shutdown and rebound periods which have been imposed on us all.

IEA's recovery programme **IEA RELOAD** was a real **INCUBATOR of ideas for the future**, spreading the fighting spirit to empower IEA MEMBERS to succeed in the **NEW NOW**, anticipating & rebounding by limiting losses and boosting strengths in profitable service areas.

Launched on May 4th 2020, IEA RELOAD was held exclusively online and had three main objectives:

- Give strength to the IEA Membership.
- Create a united front in the value chain of the whole industry, gathering on our platform the most prominent decision-makers of the industry, with advocacy work.
- To be one of the motors within the Winning Confidence Back campaign, operating regionally.

The programme had **four pillars**:



E-LEARNING sessions

Regional **IELA TALKS**



RECOVERY TALKS

**REDISCOVER
OUR TOOLS**



All information and session recordings remain available to members on the **Member Zone** website. Sessions open to the public are uploaded on the **Association's Youtube Channel**.

IELA RELOAD – The **INCUBATOR** for the **NEW NOW**



THE POWER OF VOLUNTEERING

Active engagement from individual IELA Members is vital for the development of the Association. Therefore four Working Groups were founded, which meet regularly throughout the year to discuss the most pressing issues of the association and to find new ideas and solutions that advance all members in their work. At the beginning of the RELOAD programme the **WORKING GROUP BRAINSTORMING** took place to identify the topics that were most urgent for the members.

While the programme was running, the previously identified topics were discussed in smaller task forces and presented at the **WORKING GROUP SUMMIT** at the end of the programme.

As there are always new ideas from members and the association has to **adapt to the changing environment**, new tasks for the working groups have already been defined for the coming months.



SANDI TROTTER
TWI Group Inc., Canada
IELA Board Member



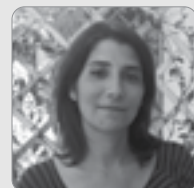
MARIANE EWBANK
Fulstendig Shows e Eventos
MC Ltda., Brazil
IELA Board Member



RAVINDER SETHI
R.E. Rogers India Pvt. Ltd., India
IELA Committee Chairman



GUIDO FORNELLI
Expotrans S.p.A., Italy
IELA Board Member



CLAUDIA LEONI
Expotrans S.p.A., Italy



NISETH BOERRIGTER
Schenker Australia Pty Ltd,
Australia



GARCIA NEWELL
Agility & Events Logistics
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MIKE WEEKS
LA Rouxnelles Logistics
and Consulting,
South Africa, IELA Member



AXEL LEURET
Unitex Logistics Ltd.,
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JACQUI NEL
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IELA Industry Relations WG
Chairwoman



CHRISTOPH RAUCH
BTG Messe-Spedition GmbH
Germany
IELA Board Member



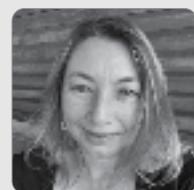
EMMANUEL PITCHELU
E.S.I. Expo Services
International, France
IELA Board Member



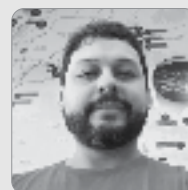
KIM VALDES
CargoLive, S. de R.L. de C.V.
Mexico



ROBERT KNESTELE
DHL Trade Fairs & Events
GmbH, Germany



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Waiver Logistics Chile Ltda.,
Chile



AURIVAN SILVA
WAIVER EXPO Logistica de
Feiras e Eventos Ltda.,
Brazil



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IELA Industry Relations WG
Vice Chairman



LENA WIDMAN
On-Site Exhibitions AB,
Sweden
IELA Membership WG
Vice Chairwoman

THE POWER OF ANTICIPATION



REGIONAL IELA TALKS

The IELA TALKS focused firstly on the situation of members by region, moving then to the next step of the **comprehensive global industry approach** by addressing the most important current topic:

WINNING CONFIDENCE BACK

IELA invited key industry partners to join, participate and exchange on their experience and possible solutions strategies. IELA held these regional talks to **reinforce the connection between stakeholders of the industry and its partners**. By giving a voice to all concerned, considerable local awareness can be boosted **to identify viable solutions** during this critical time. The general outcome:

Communication
between
Venues, Organisers
and Logistics Suppliers
is paramount for safe
& secure shows.

Collaboration
is the major tool
in combatting
COVID-19.

A United Front
is imperative
in order to bring the
industry out stronger
than ever from
this crisis.

Representing a smaller niche market as a global association, **IELA is proud to have created a unique platform** for discussion panels, **attracting the interest of the entire industry at all levels**. Vibrant discussions and the exchange of pertinent information attracted the attention of all major players with emphasis on **ANTICIPATION** for the restart and **COLLABORATION** in order to **WIN CONFIDENCE BACK** in the **NEW NOW**.

THE POWER OF ANTICIPATION



REGIONAL IELA TALKS

IELA TALK #1 May 12th ASIA PACIFIC Survival by Cooperation, NOT Survival by Fittest

Presented by



Speaker
RAVINDER SETHI
R.E. Rogers India Pvt. Ltd.,
India
IELA Committee Chairman



Moderator
ELIZABETH NIEHAUS
IELA Executive Officer

IELA TALK #2 May 19th EUROPE

Presented by



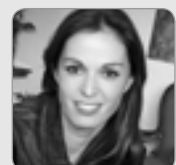
Speaker
BARBARA WEIZSÄCKER
EEIA, European Exhibition
Industry Alliance



Moderator
ELIZABETH NIEHAUS
IELA Executive Officer

IELA TALK #3 May 26th LATIN AMERICA

Presented by



Speaker
ANA MARIA ARANGO
UFI, Global Association of
the Exhibition Industry
Regional Manager Latam



Moderator
MARIANE EWBANK
Fulständig Shows e Eventos
MC Ltda, Brazil
IELA Board Member

IELA TALK #4 June 2nd MIDDLE EAST & AFRICA

Presented by



Speaker
NAJI EL HADDAD
UFI, ME & AFRICA Office
The Global Association
of the Exhibition Industry
of the Regional Manager,
MEA



Moderator
MIKE WEEKS
LA Rouxelle Logistics
& Consulting, South Africa
IELA Member

IELA TALK #5 June 9th NORTH AMERICA

Presented by



Speaker
CATHY BREDEN
CAE, CMP,
CEO, CEIR Center for
Exhibition Industry Research



Moderator
ELIZABETH NIEHAUS
IELA Executive Officer

THE POWER OF ANTICIPATION

WINNING CONFIDENCE BACK ASIA PACIFIC + EUROPE + AMERICAS + AFRICA

IELA TALK #6 June 16th ASIA PACIFIC

Speakers



Moderator



RAVINDER SETHI
Chairman & Managing Director
R.E. Rogers India Pvt. Ltd.
IELA Committee Chairman

IELA TALK #7 June 23rd EUROPE

Speakers



Moderators



CHRISTOPH BAUM
EVS, Messe Frankfurt GmbH,
Germany
IELA Board Member



EMMANUEL PRECHOUX
E & S Expo Centre
International, France
IELA Board Member

IELA TALK #8 June 30th AMERICAS

Speakers



Moderators



MARIANE EWBANK
Fulständig Shows e Eventos
MC Ltda, Brazil
IELA Board Member



SARAH TROTTER
TSM Group Inc., Canada
IELA Board Member

IELA TALK #9 July 7th AFRICA

Speakers



Moderators



JACQUI NEIL
UFI, South Africa
Director
IELA Industry Relations MP
Chair



ELIZABETH NIEHAUS
IELA Executive Officer

THE POWER TO ADAPT



RECOVERY TALKS

The **ten RECOVERY TALKS** highlighted in particular the content necessary to support the IELA membership in **implementing successful and effective business measures to navigate through the shutdown and rebound periods**. The goal of IELA was not only to overcome this global health and economic crisis as a unified association, but to emerge from the experience even stronger than before and with greater solidarity from both an individual perspective as well as with regard to its network.



The weekly RECOVERY TALK sessions were overseen by **Sandi Trotter**, IELA BOM Member from TWI Group, Inc., Canada in her role as **Global Brainstorming Captain**.

On July 15th 2020 the final live online session **IELA RELOAD Recovery # 10 SUCCEED** took place to finalise the extensive programme schedule.

For this final session Sandi summed up the goals and effects of IELA RELOAD by saying the following:

"For the last 11 weeks, we have been sharing effective business measures with IELA Members in order to navigate through the shutdown and rebound period....The beauty of the programme is that it was created, prepared and presented by our members for our members. Who better to guide us through this than ourselves as experts in our industry? We have indeed emerged stronger, better and much more connected than ever before."

Speakers in the **IELA RECOVERY TALKS** highlighted the gradual development in confidence being spread through the active participation of IELA members in these sessions and explained the benefits gained and how important it was to exchange with colleagues.

RECOVERY TALK # 1 NEW SCENARIOS

May 6th

Looking back to the starting block of the IELA RELOAD Programme, the very first online session **RECOVERY TALK 1** took place on the subject of **Coping with the new scenarios, implementing damage limitation**. We heard from **Mariane Ewbank**, IELA Board Member and Director of Fulstandig Shows e Eventos MC Ltda Brazil on coping with difficult and new scenarios when there are **6, 9 or 12 months without shows** taking place. With an unclear picture of how the exhibition industry will look in 2020 / 2021, the challenge is to remain realistic and build a strengthened cohesion with partners, customers, families and friends to combat the uncertainty.



RECOVERY TALK # 2 NEW SOLUTIONS

May 13th

RECOVERY TALK 2 "Special Logistics, Leading Operations, and Managing Supply Chains: How to navigate through the shutdown and rebound?" featured **Guido Fornelli**, IELA Board Member and Managing Director from Expotrans S.p.A., Italy, and **Claudia Leoni**, Marketing Manager at Expotrans. Guido identified positive signs in the development of the situation as emergency hospitals were dismantled. The IELA COVID-19 Protocol Guidelines were very important during earlier stages and the emphasis is now on winning confidence back. Work procedures have changed considerably and in the coming future more paperless procedures, new digital tools and a new role for export agents are in the process of being developed. Closer cooperation will be essential as "with lower volumes, we will be more competitive together".



THE POWER TO ADAPT



RECOVERY TALK #3 CONTINGENCY PLAN

May 20th

In **RECOVERY TALK 3 "Contingency Plan for the New Now"** Niseth Boerrigter, Events and Special Logistics APAC, Schenker Australia Pty Ltd, Australia, confirmed that "Sharing is the reason for IELA" and is an excellent basis for the creation of contingency plans. Four issues were identified as important in successful risk management: the plan must be adapted to your company needs as one unique plan does not exist, accept and be comfortable with the discomfort you are feeling, keep moving and take action and for important business decisions recognise that emotions are high during this crisis period. **Sharyn Tamlyn, DB Schenker**, addressed the topic of event management

and that project management of an event as a whole will rise in importance. The essence of this task is to identify opportunities, tasks, benefits and the advantage created. As Sharyn comments, success will be achieved by applying the skill of "managing the process and not the issues".



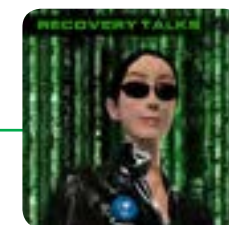
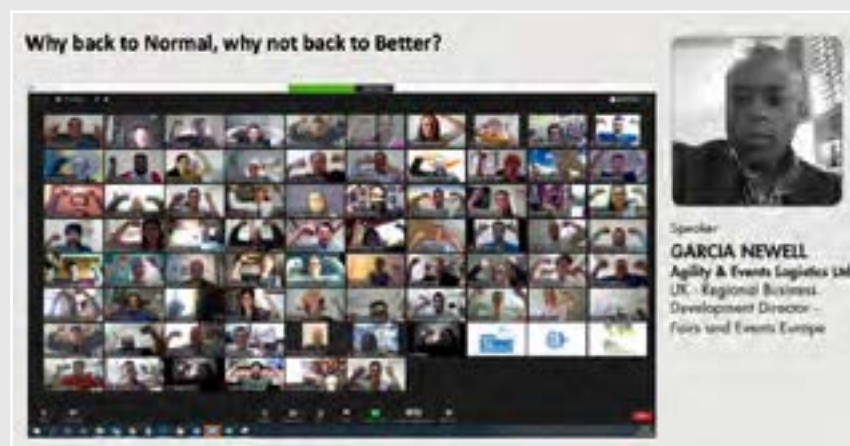
RECOVERY TALK #4 BACK TO BETTER

May 27th

Garcia Newell, Business Development Manager Agility Fairs & Events Logistics Ltd, UK took the view to "make changes for the better" and asked in **RECOVERY TALK 4 "Why only "back to normal", why not back to better?"**. New thinking is required to think out of the box, using technology to aid our service offering. This period of time can be used to get ourselves better prepared and plan for the future. 53% of the participants expressed their wish for an exhibition industry going back to better: improving or surpassing past results is a realistic goal if ideas are turned into reality. Time should be invested in reviewing potential changes in the industry such as smaller events, lower freight volume, more technology in use and the development of virtual/ hybrid events.

As **Margaret Churchill**, Agility Fairs & Events Logistics LLC (USA), said when talking about the landscape of our

recovery, back to better means for her to create a business environment where exhibition forwarders of the future can be successful in event logistics, combined with work balance and respect to the environment. What can we do better after COVID? We have to consider more deeply technology (site solutions, meetings etc.), new business ideas, greater collaboration and support between IELA Membership, Health & Safety, personal wellbeing and family time.



RECOVERY TALKS



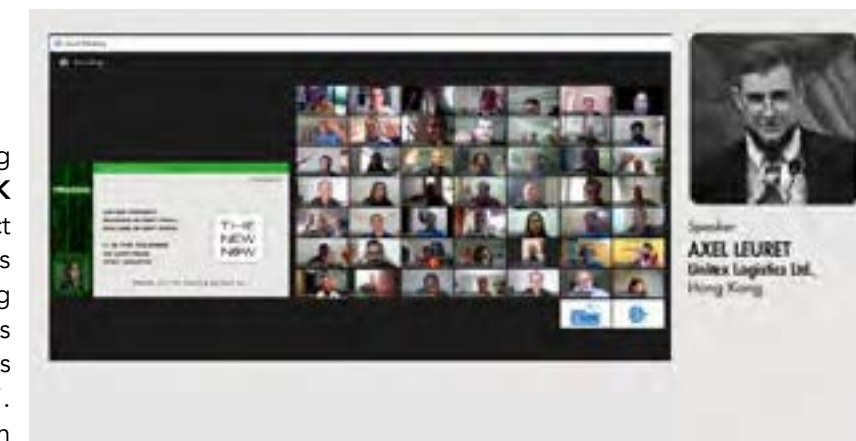
RECOVERY TALK #5 ADAPT

June 10th

Axel Leuret, Unitex Logistics Ltd. Hong Kong enlightened us in **RECOVERY TALK 5 "Adapt"** on how "the best way to predict our future is to create it". Interesting points were made about Best Case Scenarios, being resilient as a society and creating new services for organisers and exhibitors Beyond Logistics after the crisis by "re-inventing ourselves". Factors for success include boosting growth both horizontally within logistics as well as vertically. Examples are the implementation of new health & safety protocols and services, the redefinition of on-site services by creating an official on-site health & safety partner and assuring the crowd control mechanism. A crisis creates new opportunities and drives innovation so by taking action now, you will be sure not to be left behind. The IELA Network is a tool for doing this, a source for partners and is a valuable resource for information and inspiration.

Important points to keep in mind are summed up as follows:

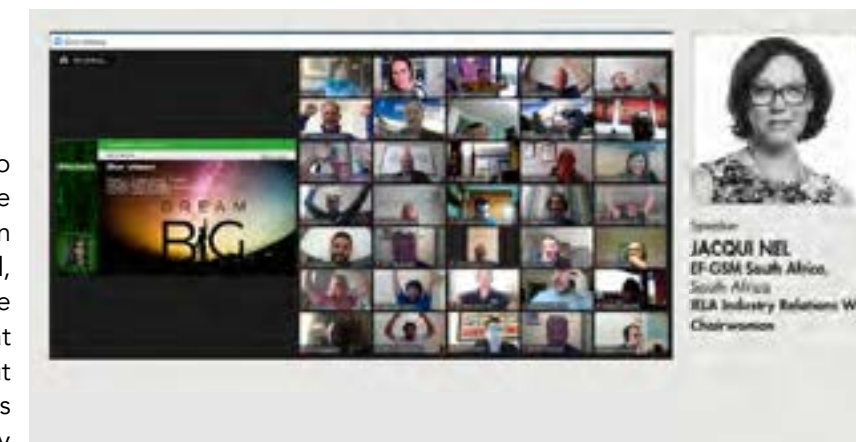
1. Everything starts with you as an individual
2. Look for opportunities that arise in chaos
3. Don't let fear or failure paralyse you
4. Do not ignore the problem and be empathetic
5. Awaken your customer's sense of ownership
6. Avoid negative messages and reinforce the positive ones



RECOVERY TALK #6 ENVISION

June 17th

Continuing on a positive note, motivation to inspire grew over the weeks and with this the wish to overcome the feeling of uncertainty. In **RECOVERY TALK 6 "Envision"** Jacqui Nel, EF GSM South Africa spoke of being positive and the necessity to Dream Big, adding that you "may not know how it comes about but it will come about!". As entrepreneurs it was concluded that respect is the No. 1 priority in all that we do to succeed. Understanding individuals, respecting equality, listening to the opinions of others – showing respect is the basis for efficient teamwork and makes us stronger during a crisis.



THE POWER TO ADAPT

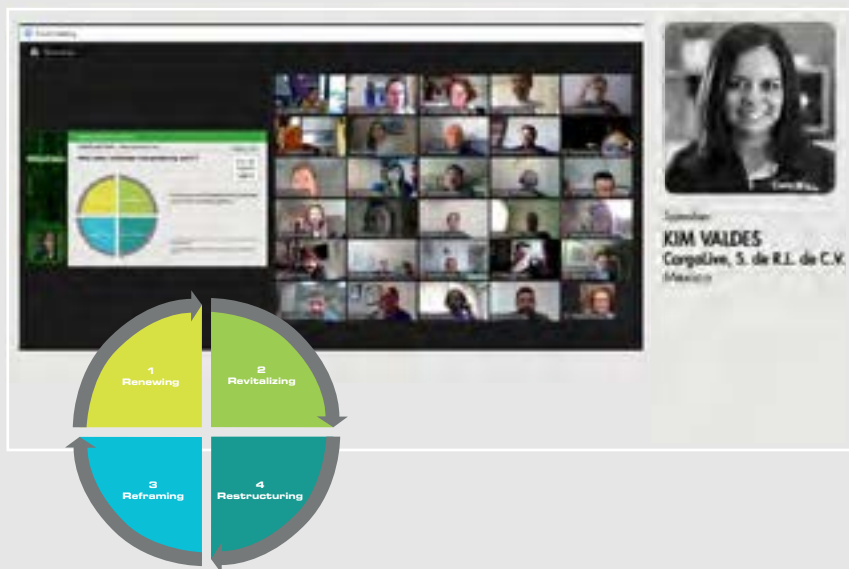


RECOVERY TALK #7 TAKE ACTION

June 24th

Kim Valdes, Cargolive Mexico expanded on the topic with **RECOVERY TALK #7 Take Action – Reengineering**. The inclusion of team input in reengineering plans is fundamental in the rebounding process.

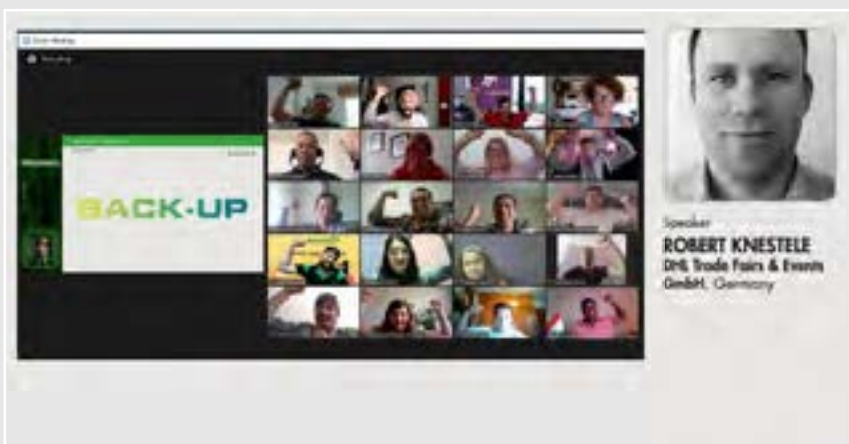
Protocols combining the expertise of all team members leads to generating confidence, for example the **ON-SITE COVID-19 PROTOCOL** which were briefly outlined by David Palomo from Suomen Messulogistiikka Oy, Finland and compiled by the Standards & Customs Working Group.



RECOVERY TALK #8 INVEST

July 1st

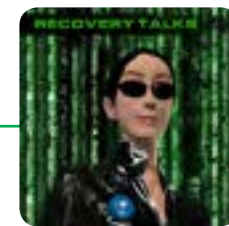
Who wants to spend money now? This is the question asked to introduce our next session: in **RECOVERY TALK #8 Invest**, **Robert Knestele**, DHL Trade Fairs & Events GmbH, Germany outlined the investments necessary – in soft skills and indirect investments - to retain customers, in new technology to increase portfolios and rethink new business, in partnerships and most importantly in employees, as negative customer service leads to client loss.



The investment of time and effort and intensified communication are invariably indispensable when it comes to overcoming the hurdles created by COVID-19. The perspective changes to an assessment of the lifetime value of customers. Ideas are developed on how to increase the business portfolio & rethink daily business (digital working, green solutions, software, social media). Being an IELA Member has the big advantage of being able to intensify existing partnerships.

THINK positively
NETWORK well
EXERCISE daily
EAT healthy
WORK hard
STAY strong
BUILD faith

WORRY less
READ more
BE happy
VOLUNTEER freely
RELAX often
LOVE always
LIVE forever



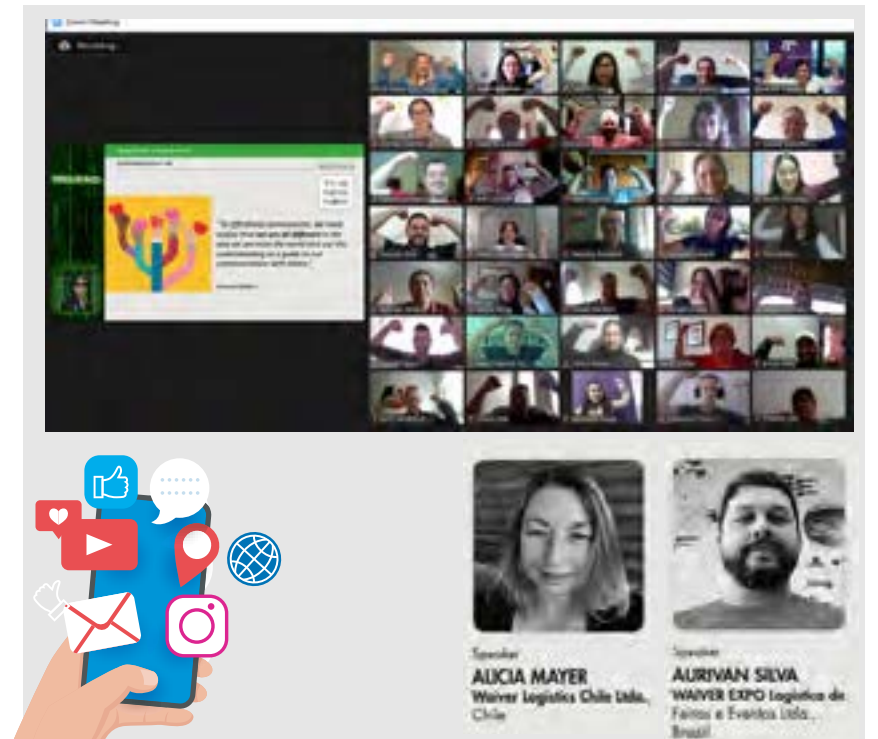
RECOVERY TALKS

RECOVERY TALK #9 COMMUNICATE

July 8th

In **RECOVERY TALK #9 Communicate**, **Alicia Mayer**, Waiver Logistics Chile and **Aurivan Silva**, WAIVER EXPO Brazil emphasised the importance of communication and using new technology as a means of staying connected, with employees, partners and clients. Going one step after the other, thinking, planning and implementing.

The session reviewed as best practices the communication strategy for the TogetherStrong campaign and the IELA RELOAD programme.



RECOVERY TALK #10 SUCCEED

July 15th

The first edition of the IELA RELOAD Programme was finalised with **IELA RECOVERY TALK #10** which took place on July 15th. **Lena Widman** from On-Site Exhibition AB, Sweden & Vice-Chairman IELA Membership WG, invited speakers from the previous sessions to briefly share their feedback and highlight important developments resulting from the discussions. Within the space of 3 months, a substantial number of topics had been addressed: from discussing strategies for coping with different scenarios to the re-invention of services beyond logistics. The future can

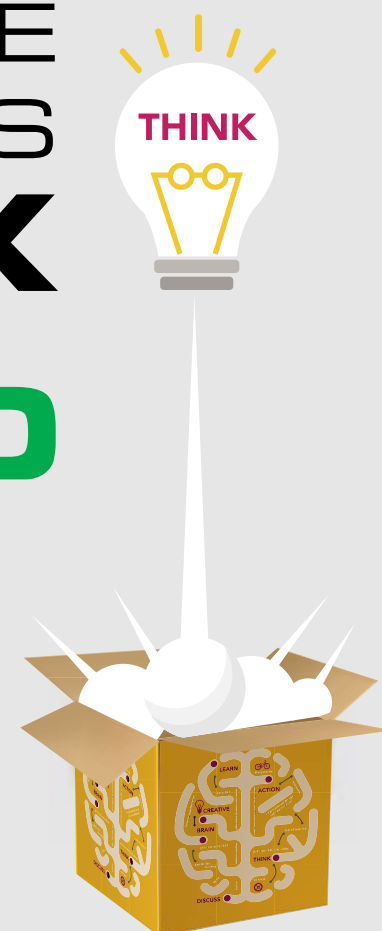
be created by identifying opportunities, benefits and advantages to reach even higher standards than ever before.



THE
NEW
NOW



T H I N K
A D A P T
TAKE ACTION
COMMUNICATE
DON'T THINK
OUTSIDE
THE BOX
THINK LIKE
T H E R E I S
N O B O X
S U C C E E D



THE POWER OF COOPERATION

THE
NEW
NOW



GLOBAL
 EXHIBITIONS
 DAY #GED2020
 GLOBALEXHIBITIONSDAY.ORG



IELA THINK Forum 2.0

How Will Things Change after an Industry Restart?

The IELA THINK Forum 2.0 took place on Global Exhibitions Day 2020, June 3rd 2020, and focused on Winning Back Confidence in the Industry.

With the scheduled re-opening of businesses in many countries, the emphasis was on restoring the supply chain and primarily looking at what is needed to enable a positive start back to business in the NEW NOW.

IELA invited a group of industry specialists to exchange their views and ideas and identify the areas where new standards and cooperation are necessary.

Last year's Think Forum session at the IELA Venice Conference addressed the subject of becoming more customer centric rather than product centric. As a follow-up to this podium discussion, the second edition « IELA THINK Forum 2.0 » took place on GED 2020 day which celebrates and promotes the importance of the exhibition industry.

Moderated by **Florent Jarry**, AMR International, leading representatives of the industry were online in this discussion including:

Ricard Zapatero Camps, International Business Director of Fira Barcelona, member of the Executive Board of Fira Barcelona & member of the EMECA Board.

Giacomo Lucchini, Consultant and former Fiera Milano & UFI Operations and Services Committee Chair.

Markus Metzmacher, ifm electronic GmbH with an international exhibitor's perspective

Guido Fornelli, Expotrans, IELA Board Member.

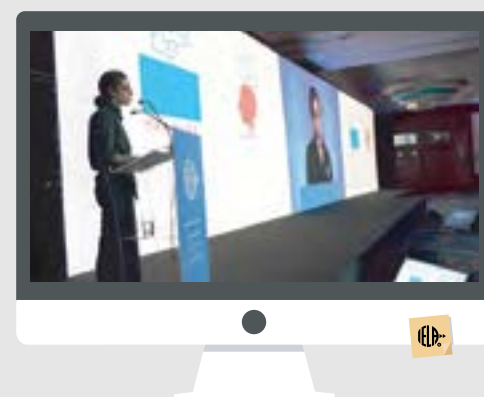
All participants gave a valuable view of the situation from their standpoint and you can find all details in this Press Release.



Post-Event
Press Release



THE POWER TO REDISCOVER



E- LEARNING

Weekly E-LEARNING recorded sessions are available in the member section from previous IELA events like the IELA Congresses (Dublin, San Francisco, Venice), the 2018 IELA Operations Summit & 2019 IELA Winter Seminar. Speakers include international keynote speakers like Peter Fisk, Mark Pollock and Patrick Schwerdtfeger, and industry partners like venue owners (Messe Frankfurt, Messe Dusseldorf) and airlines like Lufthansa Cargo.



IELA TOOLS

IELA is a source for specialist information in the industry and shares this content in the section REDISCOVER OUR TOOLS. Among the publications presented are IELA Training Manual, Venue Data Base, Customs Manual, IELA OH&S Guidelines, IELA Security Guidelines, IELA Sustainability Guidelines & the very first releases during the programme, IELA Combined Commercial Invoice & Packing List and the IELA On-Site Covid-19 Protocol.

There are similarly several White papers available to solve shipping challenges when exhibiting worldwide.



READY FOR THE NEW NOW



Our industry is fully prepared and ready for September. **Trade shows are safe places and act as motors to boost economic recovery.** Very important is that trade shows have been officially differentiated from general mass events and mass gatherings. It is now clear that exhibitions are controllable happenings overseen by responsible professionals. With strict sanitary protocols in place and all partners collaborating closer than ever before, the restart is now dependent on developments with travel bans and the pandemic evolution in the next weeks/months.



About IELA RELOAD as part of the #togetherSTRONG Campaign:

IELA, the International Exhibition Logistics Association, launched the campaign **TOGETHER STRONG** campaign on March 5th 2020, honouring and giving support to every single individual in the exhibition and event industry during this period of uncertainty, which fosters business in thousands of vertical industries all over the world.

Together with associations, organisers, venues and service providers etc., we are building the contingency network to cater to the industry's needs. For this reason, and due to the nature of home office participation which offers unrelenting flexibility to combat the loss of cancelled activities, IELA invites all event professionals to join the initiative **TOGETHER STRONG!**

With the goal in mind of **emerging from this experience even stronger than before and with greater solidarity** from both an individual perspective as well as with regard to its network, IELA will continue to accompany its members closely and reinforce its IELA RELOAD programme. Each member has their own strengths and market characteristics and is responsible for adapting and extending their strategic approach to find a tailor-made business solution according to their needs. Keeping updated and exchanging information on a regular basis will be key in the decision-making process. IELA RELOAD Brainstorming sessions and discussions, together with extensive research information being made available, **will support members in tackling the next stages in the economic rebound** which is approaching and maybe just around the corner.

Based on the impressive level of positive feedback from the entire industry and the fact that 99% of the members who participated in the first edition of IELA RELOAD requested to continue with this invigorating members-only benefit tool, IELA will therefore return with a second edition of the programme after the holiday season. As an association, **IELA looks forward to witnessing once again the dynamism and adaptability of its members** who have proven that working as a **united force** can act as a tool to help overcome tough situations by encouraging a solution-oriented environment.



**Purpose
Dreams
Opportunities**



IELA RELOAD – The **INCUBATOR** for the **NEW NOW**

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